Strategic Technology Plan

March 10, 2005

Dakota County recognizes that quality information services are a key contributor to the County's vision of creating a premier place for our citizens to live and work. Dakota County is committed to leveraging technology to enable County staff to provide effective,

efficient, and responsive service.   In an effort to capitalize on the County's past and current technology investments and to adapt to changes in operational processes, increases in growth and recent advances in technology, Dakota County recognizes the need for continuous improvement in the way we do business and provide service. For these reasons, Dakota County annually updates its Technology Strategic Plan to guide Dakota County into the future.

The purpose of this strategic plan is to ensure that Dakota County and Information Technology will allocate resources and establish priorities using a County-wide vision based on business needs consistent with the Dakota County Balanced Scorecard strategy map. A fundamental principle of this approach is that County business activities dictate the priority efforts of the IT Department. In order to accomplish this, the plan defines strategic directions in the areas of technology, infrastructure, application development, operations, and electronic office support.

The strategic plan is based on:
- Dakota County's Balanced Scorecard
- Information Technology's Balanced Scorecard
- County departmental business needs
- An assessment of the current Dakota County technology environment and practices
- Benchmarking and best practice analysis
- Customer Surveys
- County Senior Management Team and IT Council analysis and feedback
- County and IT staff/vendor analysis and feedback

The Dakota County strategic plan includes a statement of our vision, mission, principles, strategies, outcomes, activities, and tactical plans. Throughout the process of updating the strategic plan, IT, as the author of the plan, reviewed previous critical success factors with associated assumptions and performance measures. A portfolio of projects has been created, reviewed by the IT Council and approved by the Senior Management Team, which are included in the following Strategies, Outcomes, Activities and Tactics Section of this document.

The required resources, including hardware, software, and peopleware, for implementing the strategic plan are significant. IT is aware of County budget constraints. Our expectation is that IT and the IT Council, with responsibility for monitoring and updating the plan, prioritizing projects, allocating resources, and identifying the return on investment will fully represent the technical needs and priorities of the County.

Dakota County's 2005 Strategic Technology Plan supports the objectives of Dakota County. It reflects current Dakota County business priorities and technical dependencies, and provides a blueprint for cost effective future growth. By following the strategic

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plan, IT anticipates that Dakota County can expect to maximize the County's future investment in technology, continue to build a strong County organization, build a spirit of collaboration within the County and enable staff to carry out their work well.

Continuous Improvement

Dakota County has long recognized the efficiencies that the application of technology brings to customer service. Our Board of Commissioners takes pride in the fact that Dakota County is viewed nationwide as a public sector technology leader. A primary goal of this Strategic Technology Plan is to focus on core competencies and build upon Dakota County's leadership position within the technology arena.

Historically, Dakota County's information system development approach was primarily mainframe-resident information systems. A variety of mission critical computer applications were developed or purchased, including systems for Financial Services, Taxation, and Community Services. In 1994, application programmers began to develop systems in a client/server environment. Today, IT has added a third development platform, writing applications for a web-based environment. IT's Application Development area and the Web Development Team have a leadership position in developing, promoting and managing web activities. In the future, IT anticipates that the client/server and web-based development environments will converge using *.NET development tools.

Similar to the evolution of application development, the role of Technical Support-Desktop (TS-D) continues to expand. TS-D establishes minimum standards for workstations, mobile devices and supported software. Their objective is to promote productivity via a common standard platform for data use and communications throughout the County.

The IT Data Center has changed from data entry and classic mainframe operations to a multi-functional organization providing operations production services in mainframe and server environments, help desk, and disaster recovery. Likewise, as mainframe and server technology have grown, the County's technical architecture and network infrastructure have also expanded dramatically. Technical staff are introducing new technology such as VoIP, video-conferencing and VmWare resulting in reduced cost to the County. IT's Technical Support-Server and Technical Support-Infrastructure staff is committed to providing a stable, secure environment from which the County workforce can provide outstanding support to the public.

While Dakota County's technical staff has built an excellent track record with customers, to achieve the next level of excellence, leadership now has the responsibility of expanding upon that commitment. To accomplish this, IT continues to emphasize an external, customer service focus anticipating business needs based on cooperative working relationships to form strategic partnerships with County business departments. The goal of IT is to be the vendor of choice for all technology service and consulting assistance.

IT can better serve the County by refining "business analyst" skill sets and identifying process enabling technical solutions when working cooperatively with customers. This philosophy requires IT to gain a better understanding of Divisional/Departmental functional needs and a commitment to inclusiveness in prioritizing work and decision-making.

IT will honor decisions that are linked to County priorities as reflected in the Dakota County Balanced Scorecard and corroborated by the IT Council and Senior Management. IT will be an advocate for Departments in providing technology business solutions and capitalizing on opportunities for process improvement. Using formal structured development and project management methods, IT will be a creative leader for the County in defining and implementing technology as a differentiator, enabler, and the delivery vehicle that will effectively support County objectives and business needs.

Dakota County departments and divisions have high expectations for the application of technology. They expect IT to listen to their needs and serve as advisors in applying technical solutions. IT's commitment to quality customer service is predicated on external support, responsiveness to customer needs, collaboration and commitment to quality service. ***IT will be the vendor of choice.***

Dakota County's Technology's Vision:

Dakota County is committed to being a **premier** county government service provider. The County Information Technology department will be known for:
- Highly skilled and motivated information technology professionals
- Quality customer service
- Commitment to excellence
- Vendor of choice and departmental business partner
- Understanding the mission of our County business partners and anticipating their business and technical needs
- Build capacity to meet future needs
- Providing innovative solutions using proven state-of-the-art technologies
- Maximize the County's investment in technology

Information Technology's Mission

As a premier service provider, Dakota County Information Technology will lead, implement and manage the resources necessary to provide outstanding, responsive support and efficient and effective delivery of technology services to Dakota County's staff and citizens.

Information Technology's Strategic Values:

The following strategic values will govern Information Technology's focus on service to Dakota County's staff and citizens:

- ❑ *Customer Service* means we **listen to what our business partners want** and **deliver what our business partners need**.

- ❑ *Quality Deliverables* means we provide technology solutions that offer our business partners the opportunity to be more efficient, effective, and responsive.

- ❑ *Teamwork* means we value our unity and our diversity, recognizing there is strength within IT and with business partners.

- ❑ *Communication* means we exchange information directly, openly, and respectfully with our business partners and within our department.

- ❑ *Tactical Planning* means we work with our business partners to anticipate needs, recognize opportunities, and develop the steps necessary to provide solutions.

- ❑ *Personal Integrity and Respect* means we treat our business partners and ourselves honestly, fairly, and honorably at all times.

- ❑ *Needs focused and business driven* means we prioritize projects based on the need to maximize the utilization of County resources.

- ❑ *Continuing Professional Development* means we constantly update our skills to be the best IT resource for our business partners.

Dakota County's Information Technology Principles

Dakota County's existing and future development and use of information technology will be guided by the following principles:

Process and Technology Innovation

- Information Technology staff will be key participants in all County technology process improvement initiatives.
- Dakota County will capitalize on technical innovation to accomplish Balance Scorecard internal, financial and stakeholder strategies.
- *Dakota County technology staff will research and test new technology to determine applicability to our environment.*
- Dakota County will be an adapter of **proven** state-of-the-art technology.
- Dakota County recognizes that technology is a key enabler in improving County-wide productivity and that IT will be a leader in a partnership to enhance County processes and procedures.
- Dakota County's IT staff will proactively partner with County departments to introduce new technologies that meet the business, functional and data needs of Dakota County staff and citizens.
- Dakota County will follow a standardized systems development methodology (SDM) utilizing Teamcenter tools on IT projects.

Software

- Dakota County IT recognizes that software is a driver for hardware.
- IT application development staff will translate business needs into project plans and prioritize them, with the assistance of the IT Council and departmental management, to develop, purchase and/or enhance applications.
- IT in collaboration with customers will establish Countywide standards.
- Dakota County will be a front-end Microsoft Software desktop environment with compatible backend systems.
- Dakota County will migrate to current proven versions of software that meet customer needs and that are fiscally responsible.
- IT will have overall responsibility for software licensing compliance.
- Dakota County will audit software licensing on an on-going basis using administrative software tools such as Audit Wizard.
- Dakota County will utilize administrative software tools to standardize, distribute and upgrade software.
- Dakota County IT restricts the use of non-County, non-business related software on County equipment as stated in related policies.
- Dakota County IT will serve in an advisory role in selecting applications when the purchase of an existing application would be more efficient than creating a new application.
- Dakota County IT will assist departments in leveraging State applications where possible.

Hardware

- Dakota County hardware will migrate to the latest version or release based upon software requirements and sound fiscal practices.
- Dakota County hardware will conform to Dakota County standards established by IT.
- Dakota County's IT staff will use life-cycle analysis to determine feasibility of hardware upgrades.
- Dakota County IT will utilize a quality control test environment.
- Dakota County IT will research new hardware to keep pace with technology.
- Dakota County IT will ensure compatibility and consolidate hardware platforms when feasible.

Data

- Dakota County IT recognizes its legal responsibilities for valid procedures and compliance with the Data Practices Act, HIPAA, and other applicable state and federal statutes concerning data privacy and security.
- Dakota County will maintain industry standards for back-up and recovery procedures. IT will ensure critical mainframe and server network data will be backed up daily and sent off-site to ensure integrity and recoverability.
- Dakota County's IT staff will provide secure and accessible storage for inactive records and maintain retention schedules compliant with State and Federal laws and regulations.
- Dakota County IT will provide remote access as required.
- Dakota County IT will coordinate data privacy and HIPAA requirements with the County Attorney's Office.

Security

- Dakota County IT promotes sophisticated pro-active security procedures including firewalls, intrusion detection, enterprise virus protection, encryption and filtering.
- Dakota County IT will safeguard data with complex passwords, password aging and software to prevent compromising information and County infrastructure.
- Dakota County IT will continually monitor security and authorize security audits on an 18-month cycle.

Disaster Recovery

- Dakota County IT will ensure systems are available 99.9% of scheduled available time.
- Dakota County IT staff will take aggressive measures to minimize downtime by regular preventative maintenance, patch management and service agreements.

- Dakota County IT will maintain a disaster recovery and business continuation plan that covers all voice, data, and network services, including the ability to establish work areas outside the County facilities.
- IT will test the Disaster Recovery Plan and our ability to restore critical data annually.
- IT will coordinate its Disaster Recovery Plan and testing with the Dakota County Business Continuity Plan

IT Management and Organization

- For IT professionals, Dakota County will be "the right place to work."
- Dakota County IT will encourage diversity and inclusiveness.
- Dakota County's Information Technology Department will establish a culture which promotes a sense of good will, collaboration, communications and inclusiveness.
- Dakota County's IT Department will continually seek to improve service partnerships.
- Dakota County will emphasize continuing professional IT staff development.
- Dakota County IT will use SuccessFactors and individual development plans (IDP) as career development tools.
- Dakota County IT will encourage leadership development and project management training opportunities.
- Dakota County IT will encourage staff involvement and recognize achievement.

Dakota County Technology's Strategies

The following County Technology strategies identify critical guidelines linked to IT's Balanced Scorecard by which the Information Technology Department will support Dakota County's vision and mission:

1. From a stakeholder perspective, IT will focus on customer service based on a "can and will" philosophy to support efficient, effective, responsive government; ensure client confidence; and be a provider of customer –valued services.

2. From a financial perspective, IT will deliver cost effective solutions to maximize the County's investment in technology and ensure productive use of resources.

3. From an internal perspective, IT will be proactive with respect to technology enablement so that Dakota County can capitalize on technological innovation to build capacity to meet future needs; help others to do what they do better; improve service delivery; build effective relationships; and communicate value.

4. From a learning and growth perspective, IT will attract, motivate and retain an inspired staff of exceptional IT professionals and encourage diversity.

Dakota County Technology Strategies, Outcomes, Activities & Tactics

Information Technology's Strategies

Strategy #1: From a stakeholder perspective, IT will focus on customer service based on a "can and will" philosophy to support efficient, effective, responsive government; ensure client confidence; and be a provider of customer –valued services.		
Outcome Statement	**Activity Statement**	**Tactics**

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Strategy #1: From a stakeholder perspective, IT will focus on customer service based on a "can and will" philosophy to support efficient, effective, responsive government; ensure client confidence; and be a provider of customer –valued services.

Outcome Statement	Activity Statement	Tactics
1.1. County Business Partners view the IT Department as their technology and service provider of choice.	1.1.1. Expand role of a customer advocate/business analyst/project leader.	1.1.1.1. Business advocates meet with departments regularly. Promote IT Project mentorship.

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Strategy #1: *From a stakeholder perspective, IT will focus on customer service based on a "can and will" philosophy to support efficient, effective, responsive government; ensure client confidence; and be a provider of customer –valued services.*

<u>Outcome Statement</u>	<u>Activity Statement</u>	<u>Tactics</u>
1.2. County Business Partners trust and appreciate IT as a quality service provider and actively solicit IT assistance.	1.2.1. Enhance IT Department communications with business partners.	1.2.1.1. Continue to publish quarterly *"Techie Tribune"* 1.2.1.2. Utilize IT Council to facilitate project and resource prioritization, monitor progress and accountabilities. 1.2.1.3. Continue regular partnership meetings with divisions/departments. 1.2.1.4. Utilize County Balanced Scorecard as communication tools and IT BSC to keep IT Council/ Senior Management Team aware of progress on key projects. 1.2.1.5. Continually upgrade IT BSC metrics as meaningful indicators 1.2.1.6. Continue quarterly IT Liaison meetings.

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Outcome Statement	Activity Statement	Tactics
	1.2.2. Expand customer satisfaction program to ensure that IT provides outstanding service that exceeds expectations of our customers.	1.2.2.1. For specific services or applications require service level agreements with customers. 1.2.2.2. Develop and publish, with assistance of OPED, the biennial IT customer satisfaction survey during 3rd quarter 2005. 1.2.2.3. Evaluate results of IT customer satisfaction survey and publish results and action items by 4th Qtr 2005. 1.2.2.4. Update Countywide SLA and repost on DakotaNet 4th Qtr 2005.

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Outcome Statement	Activity Statement	Tactics
1.3. Business Partners receive expanded, quality Information Technology support.	1.3.1. Identify and develop IT services necessary to support the County's Sheriff's Department and Criminal Justice Team.	1.3.1.1. Review and update project plans focusing on JMS 2nd Qtr 2005. 1.3.1.2. Complete assessment of EDMS integration in Sheriff's Office 3rd Qtr. 2005. 1.3.1.3 Complete implementation of PrinTrak RMS to include Incident and Citation, Decision Support System, Civil, Warrants and Property Evidence 1st and 2nd Qtr. 2005. 1.3.1.4 Assist County Attorney with implementation of CRIMES Case Management System, EDMS integration and Diversion Training registration application 3rd Qtr. 2005.

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Outcome Statement	Activity Statement	Tactics
	1.3.2. Expand partnership with Employee Relations and Financial Services.	1.3.2.1. In partnership with ER, implement new solution for E-Staffing (NeoGov) 3rd Qtr. 2005. 1.3.2.2. Support Success Factors and survey tools. Support expansion of EDGE enrollment system 4th Qtr. 2005. 1.3.2.3. Complete analysis for EDMS Phase II Benefits project 4th Qtr. 2005. 1.3.2.4. Begin analysis of AP EDMS application with Financial Services 2nd Qtr. 2005. 1.3.2.5. Assist Financial Services with implementation of Kronos and Geac field expansion 2nd Qtr. 2005.

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Outcome Statement	Activity Statement	Tactics
1.3. Business Partners receive expanded, quality Information Technology support. *(cont.)*	1.3.3. Expand program support for Community Services and Physical Development	1.3.3.1. Complete Clients, Reporting and Outcomes Support System (CROSS)/Shared Master Index (SMI) implement according to State and County revised project plan 1.3.3.2. Begin analysis of E&EA EDMS project 1st Qtr 2005. Complete DIAL IVR project 4th Qtr. 2005. 1.3.3.3 Coordinate adoption and VSO case file EDMS conversion by late 2005. 1.3.3.4 Develop Waiver Services project plan 2nd Qtr. 2005. 1.3.3.5 Complete SSIS Fiscal Upgrade based on State project plan. 1.3.3.6 Complete Waste Management and Transportation Permit Application systems NLT 4th Qtr. 2005.. 1.3.3.7 Enhance Plat Tracking system as part of Phase 3.

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Outcome Statement	Activity Statement	Tactics
	1.3.4. Expand IT support and services to Public Services and Revenue and Financial Services	1.3.4.1. Complete 2nd phase of system documentation of property taxation system by 3rd quarter 2005. 1.3.4.2. Assist with revised ERERTF project throughout 2005 when approved by State legislature. 1.3.4.3. Collaborate with County Libraries including future support for telecom. 1.3.4.4. Complete Property Records Receipting Application in 3rd Qtr. 2005. 1.3.4.5. Meet current tax system milestones throughout 2005 and implement legislative tax changes.

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Strategy #1: From a stakeholder perspective, IT will focus on customer service based on a "can and will" philosophy to support efficient, effective, responsive government; ensure client confidence; and be a provider of customer –valued services.

Outcome Statement	Activity Statement	Tactics
	1.3.5. Expand and improve network connectivity to customers and remote sites	1.3.5.1. Update County website, identify potential expansion of e-government services, improve search capabilities, and implement content management tools throughout 2005. 1.3.5.2. Continually upgrade network security to diminish impact of virus attacks and conduct NetSpi security assessment in 2nd Qtr. 2005. 1.3.5.3. Capitalize on high-speed connectivity for VoIP. Expand line side VoIP.

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Strategy #1: From a stakeholder perspective, IT will focus on customer service based on a "can and will" philosophy to support efficient, effective, responsive government; ensure client confidence; and be a provider of customer –valued services.

Outcome Statement	Activity Statement	Tactics
	1.3.6. Expand IT support and services to all customers based on their requirements.	1.3.6.1 Analyze application of EDMS tools for board Minutes and RBA's 2nd Qtr 2005. 1.3.6.2 Meet with Web and Listserv authors semi-annually to communicate standards and procedures. 1.3.6.3 As required, expand use of DakotaNet as a County-wide communications tool. 1.3.6.4 Promote "Business Process Teams" utilizing analytic skills of OPED and IT as part of overall business process improvement.

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***Strategy #1:** From a stakeholder perspective, IT will focus on customer service based on a "can and will" philosophy to support efficient, effective, responsive government; ensure client confidence; and be a provider of customer –valued services.*

Outcome Statement	Activity Statement	Tactics
	1.3.7. Expand and improve delivery of services provided by mainframe, help desk, and servers	1.3.7.1 Develop internal support of MS Office products serving as a resource for problem solving by the end of the 3rd quarter. 1.3.7.2 Partner with OPED on process improvement study for Help Desk /project tracking.

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Strategy #2: From a financial perspective, IT will deliver cost effective solutions to maximize the County's investment in technology and ensure productive use of resources.

Outcome Statement	**Activity Statement**	**Tactics**
2.1 IT is a conscientious steward of financial resources.	2.1.1 Review IT contracts and purchasing process to ensure Dakota County is receiving best value for its expenditures.	Annually 2.1.1.1 Identify all projects and cost estimates and incorporate into IT Budget. 2.1.1.2 Emphasize, at every opportunity, the value-added that IT brings to the organization. 2.1.1.3 Review budget status with Financial Services bi-weekly. Review budget status internally quarterly. 2.1.1.4 Promote collaborative project development and review of budgetary requirements, e.g. with workstation upgrades.

Strategy #2: From a financial perspective, IT will deliver cost effective solutions to maximize the County's investment in technology and ensure productive use of resources.

Outcome Statement	Activity Statement	Tactics
	2.1.2 Recognize that IT has discretionary spending authorization and accountability for expenditure of technology funds.	2.1.2.1 Continually take advantage of national and state contracts, buying consortiums, grants and quantity discounts in purchasing equipment, maintenance and supplies. 2.1.2.2 Analyze opportunities to cut expenses through self-insurance concepts. 2.1.2.3 Collaborate with Financial Services with development of Accounts Payable EDMS application beginning 3rd quarter 2005. 2.1.2.4 Ongoing, document cost savings and return on investment for technology projects.

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Information Technology's Strategies

Strategy #3: From an internal perspective, IT will be proactive with respect to technology enablement so that Dakota county can capitalize on technological innovation to build capacity to meet future needs; help others to do what they do better; improve service delivery; build effective relationships; and communicate value.

Outcome Statement	Activity Statement	Tactics
1.1 Based on IT strategic leadership, Dakota County adapts new technologies consistent with business strategies.	1.1.1 Directly align IT strategies with Dakota County business strategies and divisional needs as reflected in County-wide Balanced Scorecard.	1.1.1.1 Publish 2005 Update to IT Strategic Plan 1st quarter 2005. *Throughout 2005:* 1.1.1.2 Promote a strategic; "enterprise-wide" focus for County technology planning. Implement z-890 Mainframe 2nd Qtr 2005. 1.1.1.3 Research and implement new technologies such as LINUX based on business plans and needs. Report findings to IT Council quarterly. 1.1.1.4 Implement SAN technology 3rd quarter 2005.

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Strategy #3: From an internal perspective, IT will be proactive with respect to technology enablement so that Dakota county can capitalize on technological innovation to build capacity to meet future needs; help others to do what they do better; improve service delivery; build effective relationships; and communicate value.

Outcome Statement	Activity Statement	Tactics
	1.1.2 Play a lead role in Dakota County performance improvement programs and processes.	1.1.2.1 On an ongoing basis, monitor new and changing technologies and recommend enabling technical solutions. 1.1.2.2 On an ongoing basis, proactively seek opportunities to participate in and support Dakota County performance improvement processes. 1.1.2.3 Complete transition of IT Performance Management System to SuccessFactors in 2005. 1.1.2.4 Complete process improvement study of Countywide Help Desk procedures partner with OPED in 3rd Qtr. 2005. 1.1.2.5 Complete IT Security Audit 2nd Qtr. 2005. 1.1.2.6 Complete analysis of EDMS COLD capabilities 3rd Qtr. 2005.

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***Strategy #3:** From an internal perspective, IT will be proactive with respect to technology enablement so that Dakota county can capitalize on technological innovation to build capacity to meet future needs; help others to do what they do better; improve service delivery; build effective relationships; and communicate value.*

Outcome Statement	**Activity Statement**	**Tactics**
1.2 Dakota County adapts to changing technologies and business needs building upon IT's flexible technical architecture and infrastructure.	1.2.1 Position Dakota County's technical architecture and infrastructure for future change.	1.2.1.1 On an ongoing basis, assess and benchmark Dakota County's technical architecture and infrastructure against best practice leaders within and outside the public sector. 1.2.1.2 Based on business case justification, as appropriate, modify Dakota County's technical architecture and infrastructure to reflect best practices, technology innovation and County business needs. 1.2.1.3 Collaborate with community governmental agencies, such as City and School Districts, regarding I-Net connectivity opportunities as part of HiPP initiative. Continue expansion of high-speed connectivity collaboration Countywide. 1.2.1.4 Promote user self-sufficiency in using technologies such as video-conferencing.

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Information Technology's Strategies

Strategy #3: From an internal perspective, IT will be proactive with respect to technology enablement so that Dakota county can capitalize on technological innovation to build capacity to meet future needs; help others to do what they do better; improve service delivery; build effective relationships; and communicate value.

Outcome Statement	Activity Statement	Tactics
1.3 IT keeps pace with new, changing and innovative technologies.	1.3.1 Enhance the technical knowledge base of Dakota County's IT staff.	1.3.1.1 On an ongoing basis, dedicate IT staff time to research and development of new technology enablers. 1.3.1.2 Expand staff training program through multiple training providers.
	1.3.2 Expand and strengthen vendor partnerships to assimilate new and innovative technologies.	1.3.2.1 Continue biweekly vendor product/service presentations to improve awareness of technology innovation. 1.3.2.2 Continue IT staff/vendor "relationship managers" to monitor vendor product/service offerings. 1.3.2.3 Research and test Office 2003 by 4th quarter 2005. 1.3.2.4 Migrate servers to 2003 by 2nd qtr 2005.
2.3.	1.3.3 Expand enterprise-wide workflow and imaging solutions.	1.3.3.1 Accomplish EDMS projects as identified in IT Council project priority list throughout 2005.

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Strategy #3: *From an internal perspective, IT will be proactive with respect to technology enablement so that Dakota county can capitalize on technological innovation to build capacity to meet future needs; help others to do what they do better; improve service delivery; build effective relationships; and communicate value.*

Outcome Statement	Activity Statement	Tactics
	1.3.4 Develop application integration strategy.	1.3.4.1 Develop application integration architecture with initial focus on CJIIN applications throughout 2005. Continue pilot testing of MS BizTalk. IT staff will coordinate planning process with CriMNet and State courts. 1.3.4.2 Develop plan with Community Services to integrate/reduce the number of systems/redundancy in order to improve maintainability of systems and data 2nd Qtr 2005.
	1.3.5 Research and evaluate cost-effective delivery of voice and data services.	1.3.5.1 Continue to expand capabilities that provide for converged voice and data services in 2005. 1.3.5.2 Research and implement, when appropriate, wireless technologies for mobile workers such as Surveyor, Assessing Services and Sheriff's Office.

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Information Technology's Strategies

Strategy #3: *From an internal perspective, IT will be proactive with respect to technology enablement so that Dakota county can capitalize on technological innovation to build capacity to meet future needs; help others to do what they do better; improve service delivery; build effective relationships; and communicate value.*

Outcome Statement	Activity Statement	Tactics
	1.3.6 Improve automation of data backup for open system environment	1.3.6.1 Integrate 3494 Tape Librarian system and Tivoli Storage Management (TSM) software with SAN technology and DRP in 3rd quarter 2005.
	1.3.7 Continually upgrade and test Disaster Recovery Plan (DRP)	1.3.7.1 Conduct "Hot" site DRP mainframe recovery test in 3rd Qtr 2005. Conduct client-server recovery test using VMWare redundancy in 4th quarter 2005.

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Strategy #3: From an internal perspective, IT will be proactive with respect to technology enablement so that Dakota county can capitalize on technological innovation to build capacity to meet future needs; help others to do what they do better; improve service delivery; build effective relationships; and, communicate value.

Outcome Statement	Activity Statement	Tactics	
1.4 Dakota County citizens and staff have access to County information and services.	1.4.1 Provide cost effective access to appropriate County information and services on a 24-hour, 365 days per year basis.	1.4.1.1	On an ongoing basis, maximize the use of existing Dakota County technologies (e.g., GIS) to enhance citizen access to County information.
		1.4.1.2	Form Dakota County web focus group by end of 2nd quarter 2005, with intent to improve citizen offerings. Analyze top rated web sites for improvement ideas. Incorporate recommendations of web survey.
		1.4.1.3	Select and implement web content management tool through the end of 2005.
		1.4.1.4	Continue to improve remote access using Aventail, FTP and VPN services for customers .

Strategy #3: From an internal perspective, IT will be proactive with respect to technology enablement so that Dakota county can capitalize on technological innovation to build capacity to meet future needs; help others to do what they do better; improve service delivery; build effective relationships; and, communicate value.

Outcome Statement	Activity Statement	Tactics
3.1.		3.4.1.5 Continue to expand the web tools as development platform for applications. Continue to introduce tools such as PGP Universal to expand email capabilities and security.

Strategy #4: From a learning and growth perspective, **IT will attract, motivate and retain an inspired staff of exceptional IT professionals and encourage diversity.**	

Outcome Statement	Activity Statement	Tactics
4.1. Information Technology utilizes a project management methodology.	4.1.1. Establish a formalized approach to project management within IT.	4.1.1.1. Expand the use of Teamcenter project tracking system 2nd quarter 2005.
		4.1.1.2. Utilize current and continue development of formal project management forms and methods on-going during 2005.
		4.1.1.3. Train IT staff in all aspects of formal project methods by 3rd Qtr 2005.
		4.1.1.4. Train customers on CRM features of Teamcenter NLT 4th quarter 2005.
	4.1.2. Establish a formal process for requesting, tracking and documenting Dakota County IT requests and projects.	4.1.2.1. Promote use of Teamcenter internally within IT during 2005.

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Strategy #4: From a learning and growth perspective, **IT will attract, motivate and retain an inspired staff of exceptional IT professionals and encourage diversity.**

<u>Outcome Statement</u>	<u>Activity Statement</u>	<u>Tactics</u>
4.1. Information Technology utilizes a project management methodology. *(cont.)*	4.1.2. Establish a formal process for requesting, tracking and documenting Dakota County IT requests and projects. *(cont.)*	4.1.2.2. Implement County-wide project management, tracking and reporting tool by end of 3rd Qtr 2005.

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Strategy #4: *From a learning and growth perspective,* IT will attract, motivate and retain an inspired staff of exceptional IT professionals and encourage diversity.

Outcome Statement	Activity Statement	Tactics
4.2 IT's positive work environment promotes a commitment to quality; individual accountability, confidence and creativity.	4.2.1 Improve internal departmental communications to facilitate IT staff dialogue and interaction.	4.2.1.1 On an ongoing basis, involve staff in IT planning processes. Senior IT staff will participate in monthly partnership meetings with customers.
		4.2.1.2 Hold IT Department staff meetings quarterly.
		4.2.1.3 Publish IT Management Minutes from bi-weekly meetings.
		4.2.1.4 Publish IT newsletter *Techie Tribune* quarterly.
	4.2.2 Recognize and celebrate staff achievement either through OMB or in IT.	4.2.2.1 On an ongoing basis, celebrate the successful completion of key projects along with project-related individual and team success stories.
		4.2.2.2 On an ongoing basis, celebrate outstanding individual contributions by staff members.

Dakota
COUNTY

Strategy #4: From a learning and growth perspective, **IT will attract, motivate and retain an inspired staff of exceptional IT professionals and encourage diversity.**

<u>Outcome Statement</u>	<u>Activity Statement</u>	<u>Tactics</u>
5.1 IT's positive work environment promotes a commitment to quality; individual accountability, confidence and creativity. *(cont.)*	5.1.3. Implement a formal process to monitor employee satisfaction.	5.1.3.1. Use Gallup Poll survey annually to measure staff satisfaction. 5.1.3.2. Form IT Advisory Committee to review Employee Opinion Survey 2nd Qtr. 2005. 5.1.3.3. Conduct a formal Employee Q-Sort Survey by end of 3rd quarter 2005. Publish results.
5.2. IT maintains a staffing environment that emphasizes professional development and technical training.	5.2.1. Establish a formal professional development program within IT.	5.2.1.1. Develop Individual Development Programs (IDP's) for all IT staff members annually. Solicit staff opinions for IT process improvement.
	5.2.2. Develop leadership mentoring and internship program.	5.2.2.1. Explore and develop with ER opportunities to enhance staff development through County leadership development program.

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Strategy #4: *From a learning and growth perspective,* IT will attract, motivate and retain an inspired staff of exceptional IT professionals and encourage diversity.

Outcome Statement	Activity Statement	Tactics
5.2. IT maintains a staffing environment that emphasizes professional development and technical training. *(cont.)*	5.2.3. Develop staff cross-training opportunities within IT.	5.2.3.1. Define and develop opportunities to cross-train staff through mentoring and teaming. Continue internal training program offerings.
		5.2.3.2. Continue IT's Internship Program in 2005.
5.3. IT maintains a market-competitive staffing environment.	5.3.1. Review IT organizational/salary structures on a biennial basis.	5.3.1.1. Review staffing ratios and anticipate potential staffing shortages as part of IT budget summary.
		5.3.1.2. In partnership with ER, review internal and external IT compensation equity on a triennial basis.
	5.3.2. Regularly provide R&D opportunities for IT staff to take advantage of new and rapidly changing technologies.	5.3.2.1. On an ongoing basis, dedicate 5-10% of IT staff time to research and development of new and changing technologies.